

Key Decision Required:	Yes	In the Forward Plan:	Yes
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CABINET

28 JANUARY 2022

JOINT REPORT OF THE PORTFOLIO HOLDER FOR BUSINESS & ECONOMIC GROWTH AND THE PORTFOLIO HOLDER FOR HOUSING

A.6 JAYWICK SANDS COVERED MARKET AND MANAGED WORKSPACE (Report prepared by Lee Heley, Interim Corporate Director (Project Delivery))

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT

For Cabinet to allocate a further £254,465 from Tendring District Council New Homes Bonus to the Jaywick Sands Covered Market and Managed Workspace Project given the recent significant increase in construction costs demonstrated by tender returns.

To seek further external funding from partners and enter into agreement with them to meet the remaining gap in funding for the project. Depending on the success of the effort to source sufficient funds, the Council will enter into contract with a construction firm to deliver the project.

EXECUTIVE SUMMARY

Cabinet last received an update on the Jaywick Sands Covered Market and Workspace at its meeting in October 2021, and agreed to grant an exemption to the Council's procurement rules to allow a direct award of a service contract for management of the facility and business support service to the Council's operating partner, agreeing that that a licence to occupy would enable the most effective project delivery.

The October 2021 Cabinet report noted that construction material costs have been seen to increase as the country unlocks and once tender prices come in for construction there is a potential risk that this budget is insufficient to deliver the project as planned. Cabinet was informed it would be updated with options if the increase in prices occurs, seeking any necessary approvals.

Since that date the tender process for the construction of the facility has been undertaken by the Council with its Professional Team: HAT Projects (Architects), Potter Raper (Cost Consultants) and Daniel Connal Partnership (Construction, Design and Management Consultants). On 3 December 2021 the Council's cost consultants Potter Raper produced a revised cost appraisal based on the Council's tender pack and the latest market information on the cost of materials. This work indicated that the total construction cost of the scheme had likely increased from £2.1m to at least £2.7m.

On 6 December 2021 the Council received tenders from building contractors as part of the Council's procurement exercise, which came in significantly above the budget, with the lowest tender after value engineering at £3,877,239, over £1.1m greater than the cost consultant's recent estimate. This gives a total scheme value of £4,407,182, which is £1.98m over the total budget currently allocated of £2,427,000 to secure delivery.

As part of the evaluation process, Potter Raper were asked to examine and comment on the large discrepancy between their latest cost advice and the prices quoted in the three submitted tenders. It is considered likely that contractors have sought to reduce their risk by cushioning current volatile market prices against materials cost inflation during the nine month delivery phase. It is noted that while the three tenders are significantly higher than the most recent cost estimates, the three returns all fell within about seven percent of each other, demonstrating that this range is the price necessary to complete the work in current market conditions.

One option would be to end the project at this point and not draw down the funding. However the economic benefits of the project for Jaywick Sands would not be realised, with the jobs and businesses not attracted to the location. In addition, the wider regeneration of Jaywick Sands linked to the Place Plan would be stalled, and sunk costs in the project of around £300,000 would need to be covered, with no output.

For the project to proceed, additional funding is required. As the project is within the Housing Revenue Account (HRA), it would be possible in principle to adjust the long term HRA business plan to fund the project. However, this would have a significant impact on the proposed current outputs of that business plan, including for example, the repairs and maintenance of council homes and the planned purchase of new council properties.

It is possible to allocate Council funding relevant to the HRA to the project, including New Homes Bonus. It is recommended that £254,465 of New Homes Bonus 2022/23 is allocated to the project. This is in addition to the £105,535 allocated at the start of the project and £45,000 of project costs allocated at October 2021 Cabinet, for the first year of operation of the managed workspace.

However, despite the additional investment from the Council, a gap remains in project costs of £1.68m. The Council is looking for external funding to meet the gap. The Council has approached the South East Local Economic Partnership (SELEP) and Essex County Council for the potential for additional investment in the project. We expect that we will hear from partners in early February whether further funding is available, which is within time for the fixed price tenders, which hold until 6 March 2022. We are also engaging with SELEP on their expectations of the timeline for this project's delivery, given the need to source additional funding to proceed. It is expected that GBF funding can be claimed from SELEP as soon as the build starts, which it is recognised will take place now in February or March 2022.

RECOMMENDATION(S)

It is recommended that, if the Council is successful in its pursuit of external funding to meet the shortfall in the Jaywick Workspace and Covered Market project, Cabinet:

- (1) authorises the Chief Executive to enter into the necessary Funding Agreement, in consultation with the Portfolio Holder for Housing and the Portfolio Holder for Business and Economic Growth and the Council's Section 151 Officer and the Monitoring Officer;**
- (2) agrees that the Housing Revenue Account Capital Programme be increased by £1,934,647 to £4.407m to be funded by a TDC contribution of £254,465 from the 2022/23 NHB and external funding of £1,680,182;**

(3) subject to (1) and (2) above, notes that the Council will award the contract to construct the Jaywick Workspace and Covered Market project.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES

Corporate Plan (2020-2024)

The proposed Covered Market and Managed Workspace development responds directly to the corporate priorities identified within the Council's 2020-2024 Corporate Plan and accords with the Community Leadership and Tendring4Growth themes, which are central to that Plan. The proposed development responds to a number of priorities in the Corporate Plan as set out below:

- Support existing businesses
- More and better jobs
- Develop and attract new businesses
- Maximise our coastal and seafront opportunities

The current scheme delivers the following estimated outputs:-

Jobs Created – 45

Construction Jobs – 10

Commercial Floor Space – 843m²

KMs Road, Walkways, Cycleway – 0.15km

SQM of Public Realm/Green Space – 3,700m²

The Project has been identified by Cabinet as a Key Priority Action for 2021/22 (Reference D1) with milestones to deliver against the Corporate Plan and will be included within its corporate performance monitoring report.

Tendring Economic Strategy (2020 – 2024)

The Tendring Economic Strategy was updated in 2020. The Strategy uses evidence from Office of National Statistics to demonstrate that there have been some important changes in the district's economy in recent years which require a change in approach.

The Strategy recommends:

- A greater focus on Clacton and Jaywick, noting a decline in economic performance in these locations. This focuses specifically on local participation within communities and addressing long term prosperity; and specifically for Jaywick Sands recommends:
- A need for long term investment in both the physical and human assets of the area to enable a positive economic future for Jaywick Sands.
- The Council should identify property assets within public ownership which can be transformed to offer low-cost or free space to support new businesses and positive social activities, particularly in Clacton and Jaywick, to maximise their social value. Map spaces owned by Tendring DC, looking at where there is a stronger case (lower opportunity cost) of making them available for free or low-cost use by residents with ideas. Provide meanwhile space in perpetuity, with advice and guidance to support 'graduates' into more permanent spaces;
- Using the 2019 Employment Land Review, identify priority space to support 'move on'

- and growth space, actively promoting this amongst the local business population. This type of development should be encouraged through the use of cross-funding through the delivery of mixed-use sites. There are a number of proposed or allocated sites which have the potential to accommodate this type of development alongside residential and other uses and it should be ensured that these are treated favourably;
- A key element of this offer will be the provision of spaces to support new companies to grow within a flexible and supportive environment. This includes thinking about how managed workspace and incubation space could be used to support new businesses in Tendring.

Tendring Local Plan (2013 – 2033)

The proposed development aligns with the strategic vision for the Council's emerging Local Plan (2013 – 2033) which seeks to create resilient, successful mixed communities that address issues of deprivation and support a thriving local economy.

Jaywick Sands is identified under Policy PP14 Priority Areas for Regeneration as a priority for focused investment in “social, economic and physical infrastructure and initiatives to improve vitality, environmental quality, social inclusion, economic prospects, education, health, community safety, accessibility and green infrastructure.”

Under Policy PP3 Village and Neighbourhood Centres three areas of Jaywick Sands – Broadway, Tudor Parade and the junction of Tamarisk Way/Broadway are defined as neighbourhood centres to be protected and enhanced.

North Essex Economic Strategy

At a sub-regional level the proposed development corresponds with the aims and objectives of the recently approved North Essex Economic Strategy (NEES). This articulates a vision in which citizens live in new and established communities that are well connected and inspire innovation and creativity. The NEES has four Missions, which seek to:

1. Drive innovation and technological adoption;
2. Develop a skilled and resilient workforce;
3. Create a network of distinctive and cohesive places; and
4. Grow a greener, more sustainable economy.

The proposed development is particularly well aligned with objectives 2 and 3 within this strategy. Objective 2 stresses the importance of supporting those who are already in the labour market to access new skills and adapt to changing working practices. The scheme will deliver against this objective by supporting locally based businesses and potential entrepreneurs to develop viable and sustainable businesses. Objective 3 includes the need to invest in the infrastructure to support distinctive, adaptable and creative places, particularly within coastal towns. This scheme, as an ‘anchor’ development to kick-start wider regeneration in Jaywick Sands will deliver exactly this infrastructure. It highlights the sharp spatial inequalities within North Essex and the need to improve outcomes in all communities.

UK Government Industrial Strategy

At a national level the proposed development aligns with the Government's Industrial Strategy, which focusses on supporting the UK economy to become more productive and seeks to drive stronger, resilient and more balanced growth. The Industrial Strategy

argues that there are five foundations of productive economy: ideas; people; business environment; infrastructure; and places. At a micro level, the proposed scheme responds positively to these themes.

FINANCE, OTHER RESOURCES AND RISK

Finance

The capital costs outlined in the Council's GBF application were estimated to be in the order of £2,127,535 in total project costs, of which £1,796,080 was identified as being the construction value of the scheme (based on Q1 2020 costs). This funding profile provides the backdrop to the project described in this report, albeit as the project design has evolved, so too has the available cost plan information.

The majority of the funding for this scheme (£1.972m) is subject to the standard terms and conditions of the SELEP Funding Agreement, to be sourced via the South East Local Enterprise Partnership from the Government's Get Building Fund scheme. As part of the overall financing for this project, officers identified £105,535 from the Council's budget. In addition Essex County Council has allocated £350,000 in support of the project.

Following the receipt of recent tenders for the scheme and the discrepancy with the revised cost plan, it is recommended that additional Council resources are allocated to the project of £254,465, and that the remainder is sought from external partners. Discussions have taken place with SELEP and Essex County Council.

The projected costs for the development are set out below:

Other Project Costs	£
Operating Partner (M1&2 + M3&4 – Subject to Contract)	62,000
Operating Business Costs Years 1	45,000
Fencing and Security	10,000
CDM	2,500
Intrusive Archaeology & Report CAT	5,000
Community Garden & Hoarding Projects	30,000
Outdoor Gym	10,000
Monitoring and Evaluation	1,500
RAMS Contribution	5,200
Stand Alone Biodiversity CEMP	338
Stand Alone Biodiversity Enhancement Strategy	450
Highways Contribution (S:106)	3,000
Bus Stop Relocation	15,000
Contingency	5,000
Total Other Project Costs	£194,988

Construction Costs and Professional Fees	£
Construction Costs	3,877,239
Design Team, Planning Fees, Surveys and Investigations	284,955
Additional Minimum Contingency Sum	50,000
Total Construction, Fees and Surveys	4,212,194
Total Overall Project Costs	£4,407,182

Available Funding	£
TDC Original Funding	105,535
Additional TDC Funding agreed by Cabinet Oct 21	70,000
TDC Additional Contribution Recommended Jan 2022	254,465
Essex County Contribution	325,000
Further funding sought from partners	1,680,182
SELEP	1,972,000
Total Overall Project Costs	£4,407,182

The costs above do not include the cost of the land which was purchased by the Council in 2014 and is valued at £80,000 at today's values. Project management costs (officer time) borne by the project partners are not included. Further, the associated report considered by Cabinet in October 2021 highlighted some ancillary works to the project that ECC are expected to undertake, but funded from their original contribution of £350,000. The table above therefore reflects this adjustment, with ECC's contribution being reduced by £25,000 but recognising that their overall contribution to the project remains as £350,000 as the cost of the ancillary works are also not included in the table above.

The additional contribution from TDC of £254,465 set out in the table above is proposed to be met from the New Homes Bonus Grant of £1.850m receivable in 2022/23, for the purpose of agreeing the necessary funding to enable the project to get underway as soon as possible. However a review of existing Economic / Business Investment and Growth budgets will be undertaken as part of developing the emerging Corporate Investment Plan, which may be available to 'replace' this funding, that in turn can then be used to support the delivery of other Council priorities.

The site for the Covered Market and Managed Workspace development is held and accounted for by the Council's Housing Revenue Account. For the project to proceed the Council will need to secure the Secretary of State's consent to develop the land for a non-housing related purpose. Cabinet will note that this issue explained and explored detail in the "Background" section in the May 2021 Cabinet Paper and in the October 2021 Cabinet Paper.

Given the size of the funding shortfall, it would be reasonable to assume that cost inflation of circa 50% would have a significantly detrimental impact on the project's viability. However on revisiting the Benefit Cost-Ratio (BCR) calculated to inform the Council's GBF application, it has been found that: based on a notional £4.4m Present Value Cost i.e. in line with the tender returns, but with no change in jobs and monetised benefits, this provides an adjusted BCR of over 3. On this measure the project still demonstrates a "High Value for Money" outcome being achieved – the government methodology classes a BCR above or equal to 2 as "High." See extract from Appraisal Guidelines at [Appendix B](#). On this basis if the Council had originally submitted its GBF application requesting £4.4m, it would still have passed all the required tests in terms of GBF project appraisal.

Risks

One of the key risks has become an issue as set out in this report, which is that tender returns have come in well over our budget, and beyond the scope of what is possible to

manage through value engineering. Value engineering was part of the tender process and has been pursued with contractors. The Council has sought to press value engineering, sought external funding, and looked to our own resources.

Risk during the construction process will be shared between the Council and the Contractor, according to industry standard contractual arrangement (JCT Intermediate Contract). These ensure a fair and impartial allocation of risk, and change control procedures will mitigate against client instructed changes which could result in cost or programme delays.

The SELEP Draft Funding Agreement includes a Clause (Clause 12 – Withholding, Suspending, Repayment and Clawback of Grant) which sets out the conditions under which the SELEP can clawback the GBF Grant awarded. Schedule 4 of the Draft Funding Agreement sets out the amount of funding TDC would be liable to refund the SELEP as a percentage of the grant received and to be determined by reference to the period that has elapsed since the Completion Date. This is set out below:

Period from Practical Completion Date	Percentage of Grant to be repaid
Within 1 year after completion date	100%
Within 2-4 years after completion date	80%
Within 5-6 years after completion date	60%
Within 7-8 years after completion date	40%
Within 9-10 years after completion date	20%
From 10 years after completion date	0%

Key risks and constraints include:

Risk	Impact	Mitigation/quantified risk within contingency
Contractor tender returns are higher than expected.	Value engineering may be required or costs may increase.	Issue covered in detail in this report.
Secretary of State approval is not granted for the HRA land to be used for non-housing purposes.	The identified site could not be used for the purposes of the project. Programme delays & Cost Implications	The reasons for the proposed meanwhile use must demonstrate a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is to be provided in the future.
Inflation is higher than expected.	Value engineering may be required or costs may increase.	Contingency has been included in the QRA and cost model.
Unexpected site conditions e.g. ground conditions, ecology.	Cost increase or programme delay.	Contingency has been included in the QRA and cost model. Initial background ecological surveys have already been undertaken and initial specialist advice has informed the scheme. Further specialist was

		sought and no further work is required.
Unexpected Archaeological Costs.	Cost increase or programme delay.	Essex Place Services intrusive archaeological investigation requirements have been completed by Colchester Archaeological Trust and no further work or costs are required.
Reduced demand for commercial space in the area.	Operational viability could be compromised if occupancy levels do not reach projected levels.	Net scheme benefits will be realised even if occupancy is far lower than projected.
Contractor related issues, especially if terms are not agreed soon after the tender ends.	Contractors could put resource onto other projects delaying progress on our site, or seek to raise prices.	Swift progress with the tender process. Close monitoring of the contract through our Professional Team and TDC officers.
COVID-19 related issues.	Cost increase or programme delay.	Contingency has been included in the QRA and cost model.
Potential operators demand alternative terms or financial incentives in order to take on contract.	Less favourable management contract terms may be negotiated.	Negotiations have started with our current operating partner COLBEA, with a direct award agreed by Cabinet in October 2021

LEGAL

The land being proposed for use as the Covered Market Site was acquired by the Council under Section 9 of the Housing Act 1985 and is subsequently held in the Housing Revenue Account which is subject to certain restrictions.

Under Section 12 of Housing Act 1985:

- (1) A local housing authority may, with the consent of the Secretary of State, provide and maintain in connection with housing accommodation provided by them under this Part
- (a) buildings adapted for use as shops,
 - (b) recreation grounds, and
 - (c) other buildings or land which, in the opinion of the Secretary of State, will serve a beneficial purpose in connection with the requirements of the persons for whom the housing accommodation is provided.

Construction of the Covered Market Site Works will require the Council to enter into a formal JCT Construction Contract with the selected Contractor.

Should the Council be successful in obtaining the external funding, a legal agreement will be required between the parties to confirm the arrangements of that funding, as is normal practice and is based on standard clauses.

A legal Contract Services Agreement is required with the selected Operating Partner and a licence for the use and operation of the Covered Market Building and Site, the terms of these are still being negotiated.

OTHER IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

Area or Ward Affected

The Covered Market and Managed Workspace facility will be located in the West Clacton & Jaywick Sands electoral ward.

Health Inequalities

Improving employment opportunities through the provision of managed work space and through targeted business support (information, advice and guidance) will positively impact on the health and wellbeing of local people.

It is hoped that the Covered Market may provide the means through which local people can more readily access fresh fruit and vegetables, thereby providing the opportunity for healthy living with improved health outcomes.

Improved public realm including a community garden, outdoor market/events space and a safe pavement connecting the two main residential areas of Jaywick Sands, will have a positive impact on the quality of life currently experienced by residents.

Consultation/Public Engagement

Extensive community and stakeholder engagement and research over the last few years has shown that growing local jobs and the local economy is a key priority for stakeholders and is viewed as an essential part of regenerating Jaywick Sands and lifting it out of the bottom decile of the Index of Multiple Deprivation.

An on-line public consultation engaged residents on proposals for the development. Feedback from residents will inform the work of the Council's Professional Team led by HAT Projects.

There are two community projects related to the managed workspace underway, a Community Arts Project with hoarding being used to display art work created by the community; and a Community Garden Project – engagement with the community on the design and maintenance of the community garden.

Crime and Disorder

The proposed development is designed in line with good practice guidelines, limiting the opportunities for crime and disorder. The development will create the opportunity to host internal/external activities and events thereby encouraging footfall – animated spaces are generally safer places given the presence of natural/passive surveillance. The building will also be subject to CCTV surveillance.

Equality and Diversity

The proposed development responds to the government's levelling up agenda and seeks to provide a covered market and affordable business space on a gateway site in

Jaywick Sands. This will support the local economy, increase opportunities for local entrepreneurship, and grow and retain economic activity and job creation in the local area - the most deprived in the country.

The project forms part of a wider regeneration initiative, improving poor quality housing, stimulating economic growth and maximising the potential of the beach for tourism.

There should be no negative impact on groups with protected characteristics from this development.

Environment and Carbon Neutrality

In all aspects of the proposed development will respond to the requirements of the Building Regulations 2010. The building's design seeks to ensure that it can be demounted and re-erected on another site, thereby making best use of the materials used in its construction.

The scheme seeks to improve the public realm and will include a community garden as well as space for outdoor markets and other events. Improved walkability of the area and road safety will also improve the environmental conditions in Jaywick Sands.

As part of the ecological arrangements for the development, reptiles will be trapped and translocated to Brook Country Park.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

In October 2018 the Council commissioned HAT Projects Ltd to prepare a Place Plan for Jaywick Sands with the ambition that this should become a framework for development in that area. The detailed background to the Project is set out in the May 2021 Cabinet Paper and addresses:-

- The Feasibility Study
- The Getting Building Funding (GBF) Application
- Initial Project Funding
- Project Objectives
- Project Benefits
- Professional Team
- CDM Partner
- Operation Partner Colbea

The market site is marked by the orange dot on the plan below: Site Location



Project Objectives

The application identified the following objectives:

- Objective 1: Provide affordable space for start-up and grow-on businesses in the local community creating and retaining employment locally;
- Objective 2: Generate employment opportunities through supporting business growth and entrepreneurship;

- Objective 3: Provide access to affordable healthy fresh food and produce as well as affordable everyday household goods within easy walking distance of a large proportion of the community;
- Objective 4: Generate increased footfall to the Jaywick seafront benefitting local businesses in the area;
- Objective 5: Create better quality public realm including a safe pavement along the key seafront street, community garden and multi-purpose outdoor events/market ‘square’; and
- Objective 6: Decreasing blight and stimulating a more positive identity for Jaywick Sands, increasing confidence amongst potential investors and raising aspirations for high quality regeneration and development going forward.

Development Site

Given that all development land owned by the Council in Jaywick Sands is held by its Housing Revenue Account, determination as to the preferred location for the proposed scheme focussed on: visual impact; accessibility; operational viability; and community regeneration. The selected site occupies a key location, which fulfils these criterion.

As referenced above, the Jaywick Sands draft Place Plan identified the need to attract and stimulate commercial/economic activity in Jaywick Sands, and recommends the provision of affordable space for business use and social enterprise. During the winter and early spring of 2020 this recommendation was the subject of further investigation as part of a Feasibility Study commissioned by the Council.

The study found there to be a high level of demand in the study area (Jaywick Sands, and the wider Clacton area) for affordable business space, particularly within the light industrial, studio and basic office sectors, due to an undersupply of commercial/incubation space in the area. This is further evidenced by the Council’s 2019 Employment Land Review and by letting agent interviews undertaken as part of the study.

The proposal has been developed in response to community needs as well as a wider assessment of demand for small business space in the wider area. There is a demonstrated undersupply of commercial space and a high level of demand for affordable light industrial, studio and basic office facilities within the area

Using the Council-owned vacant site in a very central location in Jaywick Sands presents the opportunity to draw this tenant market to Jaywick Sands, creating employment in the area and stimulating the secondary economy, alongside supporting local start-ups and small businesses in the community through creating a pathway from very affordable market stall accommodation to renting permanent space.

Jaywick Sands is ranked as being the most deprived community in England, and the project intervention set out in this report seeks to support a wider programme of Council activity, which has the objective of addressing the deprivations prevalent in Jaywick Sands.

CURRENT POSITION

The design of the facility has evolved since the concept design identified in the Feasibility Study of March 2020, which was also included in the Council's GBF application of September 2020 (shown above). Following the appointment of HAT Projects in December 2020 the footprint of the proposed building became more linear in its design, with the central span of the building being used for the proposed Covered Market, the East and West spans being used for the provision of Managed Workspace and a Café, and with vehicle parking to the North of the building – as shown below:

Following the appointment of COLBEA the Project Team explored different design options to accommodate an increase in the number of managed workspace units as well as the provision of office space for COLBEA (enabling an onsite presence) and a business support training room. This work culminated with the creation of revised layout Option B in which the proposed Covered Market is moved to the Western end of the building (adjacent to the proposed event space and community garden), with the remainder of the building and upper levels being devoted to makers space, kiosks, office accommodation and a training room. Within this design scenario the proposed café is located at ground level at the Eastern end of the building, adjacent to a small external patio. Vehicle parking remains located to the North of the building.

The design option (Scenario B) following completion of the detailed design and most recent tenders for the works has a total scheme value of £4,407,182

Scenario B - Site Plan



Scenario B - Contextual Design Looking West



Scenario B - Contextual Design Looking East



	Scenario B Scheme
Key Measurables	<ul style="list-style-type: none"> • C. 9073 sq.ft (843m²) lettable space • 25 units including kiosks, office, light industrial • Average unit size 363 sq.ft • Net lettable as % of gross internal area – 71% • 10 covered market stalls • Café • Public WCs
Average Rental	£13.00 / sq.ft inclusive of service charge
Income Per Annum	<p>£100,256 @ 85% occupancy (workspace)</p> <p>C. £3,000 covered market</p> <p>C. £9,600 from training room 50% usage @ £80 per day</p>
Impact	<ul style="list-style-type: none"> • Provides affordable space • Space for 25 businesses • Different mix of units providing greater range of sizes/types • 45 new jobs • 10 covered market pitches • Café • Delivery of Tendring4Growth business support contract on site, target of 1 business skills workshop per month • Centre coordinator to network and develop strong community partnerships • Tenant only facilities to network and develop partnerships • Opportunity for other training providers to use training room
Risks	<ul style="list-style-type: none"> • Impact of COVID on workspace/office space • Overall financial viability • More attractive to wider Tendring businesses so could be viewed with suspicion by residents • Increased number of units means increased marketing effort to meet occupancy targets • Less parking per unit • Mix of market and office space could cause confused messaging

BACKGROUND PAPERS FOR THE DECISION

May 2021 Cabinet Paper

October 2021 Cabinet Paper

APPENDICES

A.1 Appendix One – Construction Project Programme